

## **President's Remarks – Opening Convocation August 17, 4004**

### **Introduction**

[Slide 1] Thank you Rick, and thank you too for all your good leadership and many contributions to Humboldt State University.

It is a pleasure to be starting my third year as your President. But where did our summer go?

### **People Who Make a Difference**

I am most grateful to our faculty, staff and students for helping us through this budget downturn and still finding ways to move Humboldt State University forward. [Slide 2] I will mention just one example from each group that I happen to know about, but I know that there are many of you who have made similarly important contributions. Harmony Groves, who graduated last May, engaged several other students, our office of Physical Services, the Vice President for Administrative Affairs and the President to develop ways to retain recycling of bottles and cans on our campus – an important aspect of our pledge of environmental responsibility and an important symbol for this University. Harmony and her colleagues developed a well-researched proposal and worked with the administration in a very constructive way to save this aspect of recycling on our campus as well as the jobs of two staff members. Thank you Harmony.

Tim Moxon is the Director of Plant Operations on our campus. He has dealt quietly and effectively with several issues resulting from budget reductions. Most importantly and the most difficult, was working with people who reported to him and were scheduled to be laid off. Now that we have a budget and some additional funds from the Legislature, which I will review with you shortly, we will be able to retain most of the 21 staff members who were scheduled to be laid off. Tim worked closely and sensitively with his colleagues and I suspect friends who were in jeopardy of losing their jobs. He understands that the most important asset we have at HSU is our people. Thank you Tim.

Theresa May is an Assistant Professor of Theatre, Film and Dance. Theresa came to a meeting on the Klamath Watershed and got me to realize that the arts have much to contribute to the resolution of difficult problems like how to manage the use of water in one of our most important resources, the Klamath River. She has created opportunities for people from a variety of perspectives to dramatize their needs, fears and hopes and in

doing so, is helping to get people who use the Klamath to work together in the interests of our environment and each other on issues that are critical to the future of this wonderful place. Thank you Theresa.

I know that there are many others at HSU who do similar things and have contributed to the sense that our University is moving forward in spite of the resource difficulties we are experiencing. I am grateful to all of you for what you are doing and for your good humor and positive outlook. You make this a fulfilling and fun place to work.

HSU has much to be proud of in the accomplishments of its students, staff and faculty. Here are a few more of our successes this last year. [Slide 3]

Our student, Manolo Platin, was elected President of the statewide California State Student Association as our Provost just mentioned.

Our student, Ryan MacEvoy McCullogh, was named the most promising musician at a Los Angeles Philharmonic competition in January.

Our recent former student and AS President, Gretchen Kinney Newsom, has been made an Executive Fellow in Governor Schwarzenegger's Office for 2004/05. Gretchen also has been a most valuable part-time addition to the President's Office this summer.

Last February another North Coast Education Summit, organized by Professor Eric Rofes, attracted more than 1000 people from all over the country.

The Society of American Foresters enthusiastically reaccredited our fifty-year-old Forestry program.

We'll celebrate some of our other successes at the end of my talk today. Let's turn now to the budget.

### **The Budget for Fiscal Year 2004/05**

Our Legislature and Governor finally reached agreement on a budget, so let's review what it means for the California State University and for Humboldt State University. First

let's examine the Compact that the CSU and the University of California reached with the Governor. [Slide 4] This agreement provides a floor for our budget to which we hope the Legislature will add more resources as it did this year. The 2004/05 budget provides the CSU with an additional \$40.3M above that expected before a Compact was signed. [Slide 5] These funds were returned to the CSU for several reasons: \$21.1M to fund the CSU to accept the 10 percent first-year students that the Governor wished to redirect to the community colleges; \$12.2M to fund an increase of 0.63 percent in enrollment, and \$7.0M to fund Outreach, Academic Preparation and EOP. HSU will receive an allocation of approximately \$989,000 from these funds.

However, CSU funding for the current fiscal year is still well below funding for the 2003/04 fiscal year [Slide 6]. The CSU Compact, and we hope appropriate action on the part of the Legislature for 2005/06, will provide us with additional monies beginning next year and continuing through the 2010/11 fiscal year.

Let's consider a little history of HSU budget development this year. [Slide 7] Since the State's budget cycle is on a schedule that does not mesh well with the academic year, we start our planning for the coming fiscal year well before we know what our budget is likely to be in the coming year. Our plan for the fiscal year 2004-2005 budget was based on a campus-wide reduction of \$8,327,000. The state's budget cycle along with the constraints imposed by our union contracts resulted in some of our staff having to endure the possibility of being laid off for several months before our budget was finalized.

The Governor's final budget reduced HSU's state funds by over \$5.4 million. It also funded costs such as benefit increases, student technology and state university grants totaling \$4.7 million. The last minute addition of the \$40.3 million to the CSU resulted in an increased enrollment target for HSU of 132 FTES and additional revenue of \$989,000. These funds coupled with the student fee increases of \$2.2 million and the use of one-time contingency funds of \$585,721 result in the allocations you see listed on the slide.

While our budget is increasing, all and more of the new money will go to meet mandatory costs such as salary increases for faculty, benefit costs, student technology support, and financial aid for students. The distribution of funds to cover these mandatory costs is shown on the next slide. [Slide 8]

The Executive Committee met recently to consider how to use the additional funds we have received this year and to reallocate the monies we cut from the budget last year

in anticipation of reductions and increases in mandatory expenditures this year. We made use of the recommendations on priorities developed by the new University Budget Committee under the leadership of Professor Sue MacConnie and Provost Vrem. The remaining funds of \$6.16 million were allocated to a series of initiatives recommended by each of the vice presidential units and include some expenses which are required. [Slide 9] One of the important results of this process was the creation of a University reserve of \$1M as recommended by the budget committee. Two of the very positive results of this process were the identification of funds to retain some staff who were anticipating being laid off and to allow continuation of the recycling of bottles and cans on campus.

The new University Budget Committee has recommended that each major unit on campus develop written policies for the preparation and use of its budget. That process is well underway and should be completed by the end of the current semester. For the first time, HSU will have clear policies about how budgets are determined. Information about the budget and budget policies can be obtained at <http://www.humboldt.edu/~budget/>. It is my hope that eventually every unit of the University will have its budget readily available on line. Anyone who wishes should be able to easily discover how we spend most of our money. Our final budget for the 2004/05 fiscal year will be \$85,974,079. [Slide 10]

### **Strategic Planning and the Long-Term Future of Humboldt State University**

A dedicated and able group of faculty, staff, students and community members led by Professor Steve Carlson has worked for nearly a year to develop a strategic plan for the University. Dr. Carlson deserves our praise and support for his successes and our admiration for his willingness to continue his leadership of the strategic planning steering committee, even though he officially retired at the end of the 2003/04 academic year. The committee met with me at the end of the last academic year and asked that I work with them to develop a new vision statement for the University. Like the strategic planning group, I have struggled with the wording of a vision, but based upon many of their ideas as well as suggestions from the Executive Committee and others, we now have a vision that will guide the development of the University for the next few years. [Slide 11]

Humboldt State University will be the campus of choice for individuals who seek above all else to improve the human and environmental condition. We will be the premier center for the interdisciplinary study of the environment and its natural resources. We will be a regional center for the arts. We will be renowned for social and environmental responsibility and action. We believe that it is the individual citizen, acting in good conscience and engaging in informed ethical action, who will preserve and advance our world. We will commit to increasing our diversity of people and perspectives. We will be an exemplary partner with our communities and tribal nations. We will be stewards of learning to make a positive difference.

The committee also has suggested a short form of this vision that I also like, and it will be easy to remember. It is [Slide 12] :

We will be stewards of learning to make a positive difference.

It is important that we complete our full strategic plan with this vision to guide us as soon as possible. I expect we will complete this process before the end of this semester and have a document in place that will guide us for the remainder of this academic year and well beyond. We also need to establish a means to assess our progress with the plan and to reconsider our objectives in the light of new circumstances.

One of the most important aspects of our vision is our effort to increase the diversity of people and perspectives on this campus. We are making progress, but it is too slow. We have a good draft of a diversity plan that we shared with you last year. We badly need to have a more diverse faculty, staff and student body. With the appointment of Ms. Helen Jones as our Director of Diversity and Compliance, we have an effective champion for these efforts, but she cannot be successful without your help. Every search on this campus, especially those for faculty, needs to seek qualified, able minority candidates by ensuring that those who fit the criteria know of the position. This means more than just

placing ads in a professional journal. It means working to find people we would like to have here. Helen can help us do that, but we must be her agents.

### **Entrepreneurship as a Means to Obtaining our Vision**

I turn now to one of the most exciting opportunities that this University and my position as your President have placed before us. HSU has joined with the Humboldt Area Foundation, and the College of the Redwoods to facilitate and support the development of a regional leadership group that will help to determine the future development of our area. This group, which includes several of our faculty and staff, has been meeting for more than a year to establish a process and directions. One of the clear results from our discussions is the need for our economy to develop business enterprises that support a range of jobs for our citizens as well as protecting our environment in a way that is sustainable for a long time to come. [Slide 13] We call this group Redwood Coast Rural Action, and its vision is to create a means for intentional, healthy regional decision making and action that conserves our natural wealth, diversifies and expands our employment base, maintains our rural quality of life, cares for the health of our population and communities and expands the opportunities for family economic success.

Redwood Coast Rural Action believes that this vision will only be attained if we are able to develop a culture of entrepreneurship in our region, and that Humboldt State University must play a critical role in its development. [Slide 14] North Coast business and industry leaders are urging HSU to offer entrepreneurship education in our curriculum. Informal surveys of students in HSU classes across the spectrum of our academic disciplines indicate a real interest in new venture creation in our student body. [Slide 15] Many of the local private sector successes that we point to with pride --- Holly Yashi, Adventures Edge, Kokatat, Tara Handknits, Marimba One --- were founded by Humboldt graduates following their passions. We envision the University and its faculty helping to develop a pervasive entrepreneurial culture that goes well beyond the accepted use of this word. Faculty are already excellent examples of intellectual and social entrepreneurs. I hope we can work together to develop our University as a leader in using entrepreneurship to solve issues of sustainability and to increase corporate responsibility for the lives corporations influence and the environment they affect. This is a challenge that will involve every discipline and every unit of the University. If we

succeed, we will have set a standard for the role that universities can play in reshaping the social landscape and moving our society toward a fully sustainable economy.

### **Immediate Goals for the Campus**

These are worthy strategic goals, but what do our immediate goals for the current year need to be if we are to make progress with our vision. [Slide 16] Foremost, we must all work, and I emphasize all, to increase the numbers of students who wish to attend HSU. The future of the institution depends upon us meeting our enrollment goals. You saw substantial funds allocated to marketing and enrollment management in the budget we reviewed. This money will help, but we must all work to make HSU a University whose reputation as student-centered comes from a culture of service on our campus. The student and our colleagues I mentioned earlier are wonderful examples of people who are making it easier to attract and retain students on this campus. I challenge everybody else to reach their fullest potential. We all must be pulling together for HSU to blossom into what we know it can be.

I recently appointed an institutional marketing team led by Ms. Jane Rogers to help us inform prospective students about the remarkable educational opportunities we have at HSU. That group and the resources we have allocated for its use should allow us to increase the number of students we are able to attract to our campus. A part of that effort must be to change and overcome the perception that Humboldt State University permits drug use by its students. Young people often seem oblivious to the insults that drugs can impose on their bodies, and many have not yet come to the realization of their own mortality. I ask that every faculty member and every staff member help to educate students about the consequences of drug use, and that they make a point of discussing drug use in their classes. We need to do this with the honest recognition that drug use, especially alcohol, is a constant of our society. Please do all you can to help our students avoid the sometimes devastating effects of drugs on their lives.

We also must expand our efforts to attract private gifts to HSU. We have begun that process by appointing Mr. Burt Nordstrom as Interim Vice President for University Advancement. We are all indebted to the board of the University Center for its willingness to loan most of Burt's time to the University at little cost for a year or two. Burt is an HSU alumnus, a successful university and private entrepreneur who is well-known, well-liked and widely respected in the community. With Burt in place and with

an able Provost working very hard, I intend to devote more of my time this year to working with our alumni and friends to build a broader foundation for bringing additional resources to HSU.

A significant part of attracting private resources to our University is giving ourselves and creating a culture of philanthropy. If others know that HSU faculty and staff give to their University, they will be more likely to help us too. Last year, we arranged for us all to be able to give to the University through the process of payroll deduction, something many find to be relatively painless. If you haven't signed up for this yet, please ask our development group how you can do so.

Beyond our individual contributions, we all need to keep philanthropy on our minds. Many of you know of former students and others who have benefited from their association with HSU who may be willing to consider a gift to the University. If you know of alumni or others who might be interested in giving to the University, please let our advancement office know.

### **Athletics at Humboldt State University**

[Slide 17] This past spring I assembled a task force to investigate allegations made by a small group of students and faculty of purported irregularities in the administration of HSU's Athletics program. The task force's report and my assessment of its findings were made available to the campus and community in mid July and are available on the Humboldt State News Online web site. This review demonstrated to me that the management of Athletics is much improved from the situation that was inherited by our Athletic Director and Vice President for Student Affairs less than three years ago. The committee finds the leadership of Athletics to be doing a good job with the resources available. However, like practically every other unit in this institution, there are processes and policies that can be improved, and I have asked our athletics administration to work on several areas including budget, communications, and the development of clear, written policies. In accord with the recommendations of the review group and in consultation with Athletic Director Collen, my office will restructure the membership and charge of the Intercollegiate Athletics Advisory Committee to make this group more effective for our student athletes and the Athletic Director.

In order to provide as many people as possible with as clear an explanation as possible of athletics management and budget, Athletics Director Collen, Vice President



Butler and I will convene an open meeting of the campus and broader community during this semester. This forum will provide people with an opportunity to raise questions and to state their own views.

I believe we have done all we can to assure the campus and community that our Athletics program is being led with the best interests of our students and the University in mind. I would hope that we can now work together to help make our athletics program stronger and to ensure that it serves the needs of our students and our community as effectively as possible.

### **International Programs**

[Slide 18] I had the real pleasure of visiting our faculty and students at the Benito Juarez Autonomous University in Oaxaca, Mexico this summer. Listening to our students who were there for a summer program in Spanish language reminded me again of how valuable it is for students to travel and study abroad. I also was impressed with the wonderful opportunities for the development of joint programs with UABJO. HSU is indebted to our colleagues in World Languages and Culture, especially Professor Rosamel Benavides-Garb, and to Professor Larry Rice in Education for fostering an undergraduate, immersion program in Spanish and for showing us what wonderful opportunities exist in Oaxaca for many fields of study. I was there for only a few days, but I saw real opportunities in several of the arts, language including indigenous Indian languages, science especially field biology, and environmental engineering.

Humboldt State University has much work to do in attracting international students to our campus and in providing opportunities for our students to study abroad. Most institutions in my background have devoted resources to the development of international programs and so should we. I will work with the Provost over this year and next to develop the infrastructure we need to ensure that more of our students and faculty study abroad and that more international students contribute much needed diversity to our campus in Arcata.

### **Action Needed from the Academic Senate**

I am looking forward to working with Professor Fulgham and the Senate this year on several important issues that were reviewed by our Provost in his presentation. [Slide 19] I certainly concur that we need to reconsider our general education requirements. These

courses sometimes are the most important learning done by undergraduates. I hope the Senate and faculty more broadly will recognize that general education requirements often provide the basis for true citizenship and the maintenance of our democracy.

The Senate made progress last year in revising the processes and timelines for retention, tenure and promotion. It is critical that we reconsider the criteria for RTP this year and especially revise Appendix J that has been used to promote and tenure individuals who are neither capable teachers nor capable scholars. While it is important to recognize that faculty differ in their talents and strengths, it is critical that faculty maintain solid levels of performance in teaching, scholarship and service.

Humboldt State University is justifiably proud of the quality of its instruction and there are several achievements of our students that provide evidence for that quality. Our RTP criteria rightly emphasize the importance of excellent teaching, but we do not have an effective, university-wide means of assessing the quality of instruction. Our students are concerned with this lack and have created their own evaluation system that is also not effective. I call on the Senate and faculty in general to work with the administration to build on models developed at other institutions for student evaluation of instruction.

As with many Universities, HSU has too many committees. I look forward to working with the Senate to review and hopefully reduce the number of Senate and administrative committees. While shared governance depends upon the involvement of faculty, staff and students in decision making, we need to do this effectively and with clear recognition of the time demands faced by most of us.

### **Car-Free Day – A Student Initiative**

[Slide 20] Last year our students organized a car-free day on campus to remind us all of the need for alternative transportation and a new focus on the reduction of our dependence on fossil fuels. Ms. Renee Stork who ably organized last-year's event is also working to do so this year and would appreciate everyone's involvement. This year's event will occur on September 22. Get out your bike or organize a car pool and come and help our students who are trying to make a difference in the impact that our cars have on our environment. More information is available at the sites listed.

### **Some of our Successes in 2003/04**

Despite our budget difficulties, this has been a successful year for Humboldt State

University as I mentioned at the beginning. We now have a dedicated team of senior administrators in place and finally have a Vice President devoted to advancement. We have significant challenges in building an administrative infrastructure here especially in academic affairs, but we are making progress, albeit slowly. Despite some very significant budget reductions, we remain strong in academics as evidenced by the quality of Outstanding Professor Susan Armstrong and Scholar of the Year, Ellen Land-Weber. Here is a sampling of some of our achievements in the last academic year [Slides 21-23]:

Provost Vrem reminded us of the statewide leadership positions that our faculty and students have assumed. Thanks to all of them for demonstrating that leadership is an important component of entrepreneurship, and that a small institution like Humboldt State can make a difference.

Our men's basketball team won the West Regional NCAA Division II title and came in second in the national title competition. This was a first for this sport at HSU.

Our women's rowing team won a national title at the NCAA finals.

Athletics raised a record \$215,000 at its annual fundraising event to support student scholarships.

The Division of Student Affairs brought \$5.4M in grants to the University.

Dr. John Meyer, professor and author in the Department of Government and Politics, has won a fellowship to Princeton University's prestigious Institute for Advanced Studies to begin work on a book about environmentalism.

Biology professor, Dr. Joseph M. Szewczak, has won a three-year, \$673,000 federal grant to further development of his bat echo-location analysis system.

Music Department Chair Ken Ayoob was honored as the North Coast Music Educator of the Year.

Drs. Chris Hopper, Jeffrey White, and Phyllis Chinn have received a three-year, \$909,659 federal grant to recruit, prepare and retain mathematics and science teachers.

Dr. Jacob Varkey, Biological Sciences, received a four year, \$1.3M grant from the Howard Hughes Medical Institute to support undergraduate research opportunities.

Dr. Peter Lehman, Schatz Energy Research Center, received the 2004 Robert Zweig Public Education Award from the National Hydrogen Association for his efforts to realize commercially viable hydrogen energy.

And to show that we continue to respond to the needs of our regional community and that they actively support us, I am proud to report that the Department of Social Work and the College of Professional Studies have been granted final approval for a new graduate degree in social work, and the initial group of students will begin pursuing the degree this fall.

I want to add a few more successes to this good list thanks to people who brought a few more achievements to my attention that I was not able to get on this slide.

Professor Marshelle Thobaben, Nursing, was named one of four recipients of the Women of Achievement awards by the Humboldt branch of the American Association of University Women in addition to being elected the Vice Chair of the statewide Academic Senate.

Professors Dave Kinzer and T. K. Koesterer recently received notice of a recommendation for accreditation for their new Athletic Training Education Program at HSU from the National Athletic Training Organization.

Finally, our Chair of the Academic Senate and Professor of Rangeland Sciences, Ken Fulgham, was honored as Rangeland Manager of the Year 2004-2005 for his 25 years of professional service to the California-Pacific Section of the Society for Range Management.

We also have a new face or smile [Slide 24] with which to greet the electronic world. Our webmaster, Andrea Schwandt-Arbogast, has redesigned our main web pages and after a period of beta checking, they have become our new web presence.

This last picture [Slide 25] reminds me of what a beautiful place we live in and how fortunate we are to be here and to have this fine institution as a place to use our talents. The Provost and I will be happy to answer a few questions, and then we invite you to join us in the Balabanis Quad for conversation and refreshments. Have a great year.